

Strategic Enrollment Management Plan FY24

Academic Year 2023/2024

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- I. The University continues the important work of evaluating its recruitment goals and strategies, updating its institutional aid programs, and developing a formal and structured student retention process. This work will continue to be refined over the next five years to ensure that enrollment, persistence, and graduation goals are aligned with institutional capacity. Strategic enrollment management also has an important role in recruiting students that adds to the diversity of the institution.
- II. Stockton University’s Strategic Enrollment Management Planning Advisory council consists of representatives from Stockton’s key divisions, including: Academic Affairs, Administration & Finance, Enrollment Management, Faculty Senate, Information Technology Services, Institutional Planning & Research, Student Affairs, and University Relations & Marketing as well as faculty from each of the Academic Schools.
- III. Stockton has an obligation to support students who arrive in their first year and those that transfer later in their academic career, as well as those who return to school as adult learners. The University has begun the important work of evaluating its recruitment goals and strategies, updating its institutional aid programs, and developing a formal and structured student retention process. This work will continue to be refined over the next five years to ensure that enrollment, persistence, and graduation goals are aligned with institutional capacity. Strategic enrollment management also has an important role in recruiting, retaining, and measuring success and graduation for all students, including students that add to the diversity of the institution.
- IV. SEMP Priorities. Stockton’s SEMP FY24 document consists of four strategic priorities that align with the Implementation Goals of the Institutional Strategic Plan
  - (1) Improve Access and Opportunity for Non-Traditional Students
  - (2) Sustain Student Retention and Completion Rates while Keeping Stockton’s Education Affordable
  - (3) Enhance Student Satisfaction Practices Holistically Across the Campus Community
  - (4) Support Sustainable Enrollment
- V. The priorities are tied to strategies and tactics to guide Stockton’s efforts:
  - (1) Develop enrollment and retention strategies at the institutional, school and program level that account for our mission, market demand, cost, and capacity.
  - (2) Continue to strengthen the University’s data analytics efforts regarding recruitment, persistence, and graduation, as well as enrollment, placement testing, housing, and financial aid projections.
  - (3) Recognize and support the inherent value and contributions of faculty in their courses (program, at-some-distance, general studies, service, and curricular subscripts), as well as activities outside of the classroom, such as preceptorial advising and internship supervision.
  - (4) Strengthen partnerships with high schools and community colleges through programs such as our Dual-Credit and Transfer Pathways programs.

- VI. The enrollment goals are based on certain assumptions, including:
- Funding from both the state and philanthropic sources will remain flat
  - Stockton will aim to modestly increase annual tuition and fee rates (2-3% or less)
  - Full-time attendance will remain consistent with historical averages (about 95%)
  - Stockton’s 3rd semester UG retention rates remains consistent for Fall 2023 First Year cohort (about 78% annually)

If these, or any other assumptions change, the headcount goals identified in this document may need to be re-evaluated and adjusted (up or down). The headcount goals are re-evaluated after each Final Reporting Day.

- VII. Abbreviation coding for lead units of accountability.

Code	Lead or Support Unit	Code	Lead or Support Unit
AA	Academic Affairs	IR	Institutional Research
CC	Career Center	ITS	Information Technology Services
CPO	Chief Planning Office	MVS	Military & Veteran Services
EM	Enrollment Management	OGE	Office of Global Engagement
EOF	Educational Opportunity Fund	FA	Financial Aid
GS	Graduate Admissions	URM	University Relations & Marketing
NSFP	New Student & Family Programs	BR	Bursar’s Office
SSS	Student Success Services	CCS	Care and Community Standards

## NEW STUDENT ENROLLMENT GOALS: FY24 (Spring 2024) & FY25 (preliminary)

### Enrollment Management Headcount Model

	FY22		FY23		FY24		FY25	
<b>GOAL: Annualized Headcount Growth</b>	<b>8,953</b> -620 -6.47%		<b>8,728</b> -225 -2.51%		<b>8,450</b> -278 -3.18%		<b>8,295</b> -155 -1.84%	
	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024	Spring 2025
<b>Total HC Fall &amp; Spring</b>	<b>9,352</b>	<b>8,553</b>	<b>9,079</b>	<b>8,377</b>	<b>8,788</b>	<b>8,113</b>	<b>8,621</b>	<b>7,969</b>
<b>New Students</b>	<b>2,653</b>	<b>422</b>	<b>2,755</b>	<b>420</b>	<b>2,658</b>	<b>423</b>	<b>2,699</b>	<b>426</b>
<b>New First-Time</b>	<b>1,358</b>	<b>33</b>	<b>1,562</b>	<b>25</b>	<b>1,530</b>	<b>26</b>	<b>1,561</b>	<b>26</b>
<b>New Transfer</b>	<b>943</b>	<b>315</b>	<b>808</b>	<b>295</b>	<b>728</b>	<b>295</b>	<b>728</b>	<b>295</b>
<b>New Graduate</b>	<b>352</b>	<b>74</b>	<b>385</b>	<b>100</b>	<b>400</b>	<b>103</b>	<b>410</b>	<b>105</b>
<b>Continuing Students</b>	<b>6,699</b>	<b>8,131</b>	<b>6,324</b>	<b>7,957</b>	<b>6,130</b>	<b>7,690</b>	<b>5,922</b>	<b>7,543</b>
<b>Continuing UG</b>	<b>6,091</b>	<b>7,326</b>	<b>5,766</b>	<b>7,163</b>	<b>5,554</b>	<b>6,928</b>	<b>5,389</b>	<b>6,796</b>
<b>Continuing G</b>	<b>608</b>	<b>805</b>	<b>558</b>	<b>794</b>	<b>576</b>	<b>761</b>	<b>533</b>	<b>747</b>
	Actuals					Forecast		

## SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

Aligned with:

- [Cabinet’s Strategic Priority #4](#): Develop and support planning and governance processes that are integrative, collaborative, transparent, and sustainable.
- [Cabinet’s University Priority #5](#): Improve and expand the University’s internal operational efficiencies.

Goals	Description	Lead Units
1.1	Evaluate and recommend faculty growth in relation to student enrollment growth goals.	AA
1.2	Strengthen coordination of enrollment planning with academic planning and course scheduling.	AA
1.3	Increase strategic communication outreach.	EM
1.4	Analyze course delivery survey results, share with SEMP, and identify where appropriate actions for increasing online/hybrid and evening/weekend learning opportunities, particularly to attract non-traditional and adult students.	AA
1.5	Utilizing anticipated Student Success Software Solution, promote opportunities to automate Eligible to Enroll communication outreach	EM, SA, ITS
1.6	Review transfer credit acceptance practices to expand transfer student applicant pool and yield	AA, EM

## SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool for First Year, Transfer and Graduate Students.

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Aligned with:

- [Cabinet’s Strategic Priority #1](#): Advance the University’s mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet’s Strategic Priority #3](#): Support human diversity and inclusion in all of its forms and in a manner that serves the needs of our region and recognizes our place in a global society.

Goals	Description	Lead Units
2.1	Expand recruitment efforts and allocate necessary resources to support diversity and inclusion efforts.	EM, URM, GS
2.2	Focus Planning on increasing student diversity.	AA, EM, URM
2.3	Increase the number of students entering through dual admittance agreements.	AA, EM
2.4	Optimize use of academic merit scholarships, Stockton Promise, and Stockton Grant-In-Aid programs to aid in helping first generation and increasing the overall diversity of institutional scholarship recipients.	EM, GS, FA
2.5	Increase Fall 2024 applicant pool of Graduate Programs through improved awareness, promotion, and value of graduate programs at Stockton from a programmatic approach.	EM, GS, URM, AA
2.6	Increase knowledge about the academic choices and campus life interests of prospective adult student.	EM, URM

## SEMP PRIORITY #3: Support Student Retention and Completion.

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Aligned with:

- [Cabinet's Strategic Priority #1](#): Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet's Strategic Priority #2](#): Develop the academic, human, and financial resources that support the University's aspiration to be a premier regional educational institution.

Goals	Description	Lead Units
3.1	Support continuous improvement and growth of the EOF programs.	EM, EOF, SA
3.2	Support continuous improvement in recruitment and retention of Veteran Students.	EM, MVS, SA
3.3	Using results of Pilot Projects from Retention Plan, develop financial mapping and early alert system for current students that are at high risk of debt	FA

# SEMP FY24

## APPENDIX – WITH METRICS AND ACTION ITEMS

### SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

#### 1.1 Evaluate and recommend faculty growth in relation to student enrollment growth goals.

<b>Metric #1</b>	<b><u>Faculty Growth.</u></b> Research and evaluate strategies to keep proportion of student and faculty consistent to past practice. Historically, the faculty to student ratio is 18:1.	
<b>Lead Unit / Support:</b>	AA	IR
<b>Deadline:</b>	Annual review through FY24 (June 30, 2024)	
<b>Updates:</b>		

#### 1.2 Strengthen coordination of enrollment planning with academic planning and course scheduling.

<b>Metric #1</b>	<b><u>Coordination of New and Existing Academic Programming.</u></b> Provide oversight and scaffolding for intentional academic planning and course scheduling.	
<b>Lead Unit / Support:</b>	AA	EM, GS, CPO, IR, URM
<b>Deadline:</b>	Annual review through FY24 (June 30, 2024)	
<b>Updates:</b>		

#### 1.3 Increase strategic communication outreach.

<b>Metric #1</b>	Expand upon communication and recruitment efforts, including but not limited to: daily in-person tours, purchase of additional search names, utilizing existing students to influence prospective students, removing barriers that prohibit students from applying (e.g. deadlines, application requirements), improving relationships with External Partners (e.g. Health Care providers with Tuition Discounts, High School Guidance Counselors).	
<b>Lead Unit / Support:</b>	EM, GS	URM
<b>Deadline:</b>	June 30, 2024 with on-going annual review	
<b>Updates:</b>		

**1.4 Analyze course delivery survey results, share with SEMP, and identify appropriate actions for increasing online/hybrid and evening/weekend learning opportunities, particularly to attract non-traditional and adult students.**

<b>Metric #1</b>	<i>Increase adult and non-traditional population.</i>	
<i>Lead Unit / Support:</i>	AA	EM
<i>Deadline:</i>	June 30, 2024 with on-going annual review	
<i>Updates:</i>		

**1.5 Utilizing anticipated Student Success Software Solution, promote opportunities to automate Eligible to Enroll communication outreach**

<b>Metric #1</b>	<i>Integrate efforts that are currently handled ad-hoc and manually by the Operations SEAT Team within the Student Success Software solution to achieve automated messaging to maintain student persistence</i>	
<i>Lead Unit / Support:</i>	EM, ITS, CPO	Advising
<i>Deadline:</i>	June 30, 2024 with on-going annual review	
<i>Updates:</i>		

<b>Metric #1</b>	<i>Review current transferable credit limit for incoming UG Transfer Students. Benchmark against peer institutions</i>	
<i>Lead Unit / Support:</i>	AA, EM, CPO	Advising
<i>Deadline:</i>	June 30, 2024 with on-going annual review	
<i>Updates:</i>	Transfer summit planning group has been assembled in FY24 to work on this.	

<b>Metric #2</b>	<i>Evaluate the review of "C-" grades as accepted transfer credits</i>	
<i>Lead Unit / Support:</i>	AA, EM	Advising
<i>Deadline:</i>	June 30, 2024 with on-going annual review	
<i>Updates:</i>	Transfer summit planning group has been assembled in FY24 to work on this.	

**SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool for First Year, Transfer and Graduate Students.**

**2.1 Expand recruitment efforts and allocate necessary resources to support diversity and inclusion efforts.**

<b>Metric #1</b>	<b><u>Recruitment Plan.</u></b> <i>Update annual undergraduate and graduate admissions recruitment plans each cycle.</i>	
<i>Lead Unit / Support:</i>	<i>EM, GS</i>	<i>CPO/IR, URM</i>
<i>Deadline:</i>	<i>August 15; Annual review and update through FY24</i>	
<i>Updates:</i>		

<b>Metric #2</b>	<b><u>Northern New Jersey Campaign.</u></b> <i>Increase enrollment yieldss (FY and TR) from northeast NJ (Gateway region) and northwest NJ (Skyland region) by a total of 3% annually from FY24 through FY26.</i> <i>(a) Gateway: Bergen, Essex, Hudson, Middlesex, Passaic, Union</i> <i>(b) Skyland: Hunterdon, Morris, Somerset, Sussex, Warren</i>	
<i>Lead Unit / Support:</i>	<i>EM</i>	<i>URM</i>
<i>Deadline:</i>	<i>Annual review through FY24</i>	
<i>Updates:</i>		

<b>Metric #3</b>	<b><u>Out of State Students.</u></b> <i>Increase enrollment of First-Year students from DE, MD, NY, and PA by 3% annually from FY24 through FY25.</i>	
<i>Lead Unit / Support:</i>	<i>EM</i>	<i>URM</i>
<i>Deadline:</i>	<i>Annual review and update through FY24</i>	
<i>Updates:</i>	<i>Admissions is on-boarding an out of state recruiter in FY24</i>	



<b>Metric #4</b>	<b><u>International Students.</u></b> (a) Develop an iSEMP plan to support International Student Recruitment and Support.	
Lead Unit / Support:	OGE, EM	URM
Deadline:	Annual review through FY24	
Updates:	Process for issuing I-20s is shifting in FY24 from OGE to Admissions. Both UG and GR admissions will have their own designated DSO staff to issue I-20s.	

<b>Metric #5</b>	<b><u>Graduate Students.</u></b> Identify graduate programs that have potential for growth and implement marketing and recruitment strategies to increase enrollment.	
Lead Unit / Support:	EM, GS	AA, URM
Deadline:	Annual review through FY24	
Updates:	URM Focused study for FY24 include MSN and DNP program.	

## 2.2 Focus planning on increasing student diversity.

<b>Metric #1</b>	<b><u>Racial/Ethnic Diversity.</u></b> Stockton has strived to increase its diverse racial/ethnic population by 2% annually to better reflect the state's diversity. In aspiring to become a Hispanic Serving Institution, the overall Hispanic/Latino population must be 25%.			
	<i>Ethnicity</i>	<i>Fall 2021 Stockton %</i>	<i>Fall 2022 Stockton %</i>	<i>Fall 2023 Stockton %</i>
	<i>Black or African American</i>	9	10	10
	<i>Asian</i>	7	7	7
	<i>Hispanic/Latino</i>	16	18	19
	<i>White</i>	62	60	59
	<i>Other (2 or more)</i>	4	4	4
	<i>Unknown/International</i>	2	1	1
	<i>Total</i>	100%	100%	100%
	<b>Diversity Population</b>	<b>38%</b>	<b>40%</b>	<b>41%</b>
Lead Unit / Support:	EM	CPO, IR, URM		
Deadline:	Annual Review through FY24 (June 30, 2024)			
Updates:				

**2.3 Increase the number of students entering through dual admittance agreements**

<b>Metric #1</b>	<b><u>Community College Dual Admittance Agreements:</u></b> <i>Initiate new Transfer Pathway partnership agreements with Community College Partners in FY24</i>	
<i>Lead Unit / Support:</i>	AA, EM	
<i>Deadline:</i>	Annual review through FY24 (June 30, 2024)	
<i>Updates:</i>	Agreements are in place with Atlantic Cape, Bergen, Brookdale, Camden, Mercer, Middlesex, Morris, OCC, RCBC, RCSJ and Salem. EM remains in talks now with Essex and Union County Colleges. Looking to move towards a premier partnership with one of our pathways partners as well as program to program articulation agreements (e.g. 3+1 or 3+2).	

<b>Metric #2</b>	<b><u>High School Dual Enrollment Agreements:</u></b> <i>Initiate new Dual Path Partnership agreements with area High School Partners in FY24</i>	
<i>Lead Unit / Support:</i>	AA, EM	
<i>Deadline:</i>	Annual review through FY24 (June 30, 2024)	
<i>Updates:</i>	Agreements are in place Camden County Charter Academy, Ocean City, Greater Egg Harbor, and Southern Regional School Districts. Currently working with Pinelands School District to expand.	

**2.4 Optimize use of academic merit scholarships, Stockton Promise, and Stockton Grant-In-Aid programs to aid in helping first-generation and increasing the overall diversity of institutional scholarship recipients.**

<b>Metric #1</b>	<b><u>First Year Student Yield:</u></b> <i>Increase enrollment of freshman scholarship and Stockton-Grant-In-Aid (SGIA) enrollment yield to get 50% capture rate and increase yield. Assist in helping first generation and increasing the overall diversity of institutional scholarship recipients.</i>	
<i>Lead Unit / Support:</i>	EM	URM, EOF
<i>Deadline:</i>	Annual Review through FY24 (June 30, 2024)	
<i>Updates:</i>		

**2.5 Increase Fall 2024 applicant pool of Graduate Programs through improved awareness, promotion, and value of graduate programs at Stockton from a programmatic approach.**

<b>Metric #1</b>	<p><b><u>Graduate Programs</u></b>  <i>Increase awareness, promotion, and value of graduate programs at Stockton.</i></p> <p><i>The focus will be on those programs which currently meet the desired delivery and timing preferences of graduate students.</i></p> <p><i>Additionally, we will consult with School of Business to develop a strategic communications plan to promote the Healthcare MBA and the School of Natural Sciences/Mathematics for the upcoming Coastal Zone Management program. A third Graduate Studies initiative will be to formulate and execute recruitment marketing initiatives for the EdD, and research online options for the program.</i></p>	
<i>Lead Unit / Support:</i>	<i>EM (GS)</i>	<i>URM, AA</i>
<i>Deadline:</i>	<i>Annual Review through FY24 (June 30, 2024)</i>	
<i>Updates:</i>		

**2.7 Increase knowledge about the academic choices and campus life interests of prospective adult student.**

<b>Metric #1</b>	<p><b><u>Expand Adult Market.</u></b>  <i>Academic Affairs has created Adult Completion Programs in LIBA and Business. EM and AA are collaborating on the continued expansion of programs to accommodate Adult student’s needs. OSHE has contracted with ReUP education to assist with re-engaging stopped out adult learners.</i></p>	
<i>Lead Unit / Support:</i>	<i>IR</i>	<i>URM</i>
<i>Deadline:</i>	<i>Annual Review through FY22 (June 30, 2024)</i>	
<i>Updates:</i>		

## SEMP PRIORITY #3: Support Student Retention and Completion.

### 3.1 Support continuous improvement and growth of the EOF programs.

<b>Metric #1</b>	<b><u>EOF Students.</u></b> <i>Utilize the Achieve Program to increase the academic success of EOF students. Measured by retention and graduation rates of EOF Cohorts</i>	
<i>Lead Unit / Support:</i>	<i>EM, EOF</i>	<i>AA, SA, URM</i>
<i>Deadline:</i>	<i>Annual review through FY24 (June 30, 2024)</i>	
<i>Updates:</i>		

### 3.2 Support continuous improvement in recruitment and retention of Veteran Students.

<b>Metric #1</b>	<b><u>Veteran Students.</u></b> <i>Review the acceptance of prior learning credits policies/procedures to attract additional veteran students.</i>	
<i>Lead Unit / Support:</i>	<i>MVS, AA</i>	<i>EM, GS, URM</i>
<i>Deadline:</i>	<i>Annual review through FY24 (June 30, 2024)</i>	
<i>Updates:</i>		

### 3.3 Develop financial mapping and early alert system for current students that are high risk of debt

<b>Metric #1</b>	<i>Using results of Pilot Projects from Retention Plan, develop a tool to assist with early alert for students that are at high risk. Campus partners will assist these students with payment and finance options.</i>	
<i>Lead Unit / Support:</i>	<i>FA and BR</i>	<i>EM, FA, BR</i>
<i>Deadline:</i>	<i>June 30, 2024 with annual review</i>	
<i>Updates:</i>		